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ABSTRACT

This paper attempts to define the process of recruitment, the understanding of the potential leaders, and factors which affect recruitment, various recruitment methods that Cooperative Extension could utilize, and a brief relationship of the recruitment process to disadvantaged leaders. It is concluded that recruitment is an important element in leadership development process for all organizations dependent on volunteers. (Author/NF)

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EFFECTIVE METHODS OF RECRUITING VOLUNTEER LEADERS WITH SOME IMPLICATIONS FOR DISADVANTAGED AREAS*

By

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RECRUITMENT

Definition and Function

Webster defines recruitment as "to strengthen or supply with new men, to replenish, to gain new men, to restore the health or vigor of, and to provide with what is needed to correct or prevent exhaustion"[1]..... this concept has been and will continue to be very important for Cooperative Extension as volunteers are essential for the success of the many Extension programs. The lay committees, 4-H and Home Economics leaders, resource people, and community organizations must continually be recruited by the Extension professionals if the Extension programs are to grow in scope and depth in the years to come.

In the identification, selection, recruitment continuum, recruitment is the final process in which the volunteer is motivated to participate in a program which will be meaningful to him and at the same time helpful to others. All citizens are potential volunteers --- verified by a recent survey conducted to President Nixon which identified over 60 million people as possible volunteers in the United States. The entire leadership development program of any voluntary organization depends on the success of its recruitment program.

Understanding the Potential Leader

Dr. Catharine Richards, at a recent Campfire Girls seminar, states that "in your recruiting, you will find the unsure people; those who are not sure of themselves or other people or whom they can trust. Unsure people facing a stranger may not be very much at ease. They will tune in on your self

deceptions if you do not play square with them. It is equally essential to talk with them in terms they understand. This is not talking down to them. It is not talking in any direction except maybe across ... with them."[2]

The recruiter should have some insight to the motivation of the leader if the loyalty, interests, and best efforts of the identified and selected leader are to be realized. J. Donald Philips, President of Hillsdale College, lists 10 viewpoints of the potential volunteer:

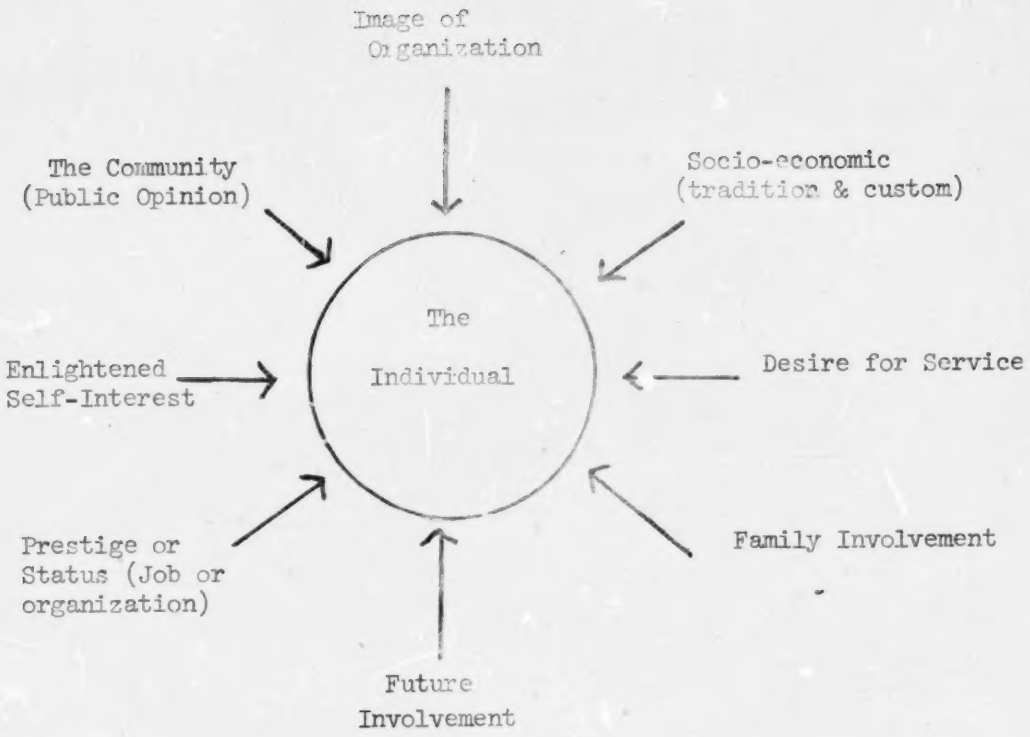
1. I need a Sense of Belonging, a feeling that I am honestly needed for my total self, not just for my hands, nor because I take orders well.
2. I need to have a sense of sharing in planning our objectives. My need will be satisfied only when I feel that my ideas have had a fair hearing.
3. I need to feel that the goals and objectives arrived at are within reach and that they make sense to me.
4. I need to feel that what I'm doing has real purpose or contributes to human welfare - that its value extends even beyond my personal gain, or hours.
5. I need to share in making the rules by which, together, we shall live and work toward our goals.
6. I need to know in some clear detail just what is expected of me - not only my detailed task but where I have opportunity to make personal and final decisions.
7. I need to have some responsibilities that challenge, that are within range of my abilities and interests, and that

contribute toward reaching my assigned goal, and that covers all goals.

8. I need to see that progress is being made toward the goals we have set.
9. I need to be kept informed. What I'm not up on I may be down on.
10. I need to have confidence in my superiors -- confidence based upon assurance of consistent fair treatment or recognition when it is due, and trust that loyalty will bring increased security.[3]

The key words of belonging, sharing, real purpose, what's expected of me, responsibilities, informed, and confidence are very important in the recruitment process. . .the organization must make sense.

People have many motives for serving in voluntary organizations -- interest in a cause, prestige and status, dedication to a movement, social class and community traditions. When a person is being recruited certain questions have to be borne in mind. Are the needs and expectations of the volunteer and organization in line with each other? How can these needs and expectations be appropriately explored at the recruitment interview? The following diagram illustrates the factors affecting the recruitments of leaders and their future participation in organizations.[4]



Recruitment Methods

Once it is quite clear what has to be done, why, and what it takes to be able to do it, the next step is to identify, select, and recruit the person who could do it. In most instances there are three types of recruitment: (1) self-recruitment; (2) informal and general recruitment; and (3) planned recruitment by specially selected and prepared recruiters.

1. Self-recruitment:

There are individuals who are strongly motivated and sufficiently informed to contact either a member or the office of an organization itself or a central volunteer placement group and offer their services. This action may be triggered off by a personal need for community activity or by gratitude for help which a member of the family has received by an organization. Wise counseling is required immediately to bring volunteer and organization to a harmonious start.

2. Informal and General:

The active and satisfied volunteer or organization member can be an excellent recruiter -- his enthusiasm is contagious and some organizations build "recruitment drives" around this enthusiasm.

Dorothy Sills states that individuals familiar with the agency, have given the most satisfactory service in recruiting volunteers. The agency's own board, committees, and staff, including active or former volunteers, have proved to be the best sources for this kind of recruitment.[5]

3. Planned Recruitment:

In this type of recruiting recruiters should be selected on the basis of certain qualifications according to Stengel.[6]

(1) General knowledge of organization -- purpose, aims, types of leaders needed.

(2) Conviction and enthusiasm about organization.

(3) Ability to highlight those aspects of the organization's program, plans, and needs which relate to the prospect's special interests and/or general qualifications.

(4) Willingness and ability to listen and to communicate a feeling of confidence and sincere interest in him.

The recruiter should understand clearly that his job will be to (1) locate and contact qualified or potentially qualified volunteers; (2) establish and maintain contacts with appropriate community sources; (3) interpret the organization and interest the volunteer in serving and explain services needed; and (4) refer volunteer to appropriate individual in organization for follow-up.

Extension Recruitment

Although all the divisions of Cooperative Extension depend on volunteer lay leaders, the youth division (4-H) recruits the greatest number of volunteers for its group activities and programs. This section of the report will focus on recruiting 4-H leaders, but is appropriate for the other divisions of Cooperative Extension with some adaptation necessary.

Laurel Satrosky and Maurice Hill state that your decision to recruit certain people for volunteer 4-H work is influenced by their apparent skills and attitudes and by the amount of training you think they will need.

But before you ask anyone to serve you need to:

(1) Analyze the job you want him to do.

(2) Decide what his qualifications should be.

(3) Consider the time and other resources he has available.

(4) What kind of training will you provide him.

(5) His willingness to be trained and to teach others.

(6) Recognition for his time, resources, and accomplishments.

(7) Talk all this over with the prospective leader and find out what his concept of 4-H work is.[7]

Many procedures for recruiting leaders involve the use of psychological pressure. G. L. Carter, Jr. feels that the use of psychological pressure is a means of coercing people to accept roles of leadership and should be minimized. We should be seeking methods consistent with freedom, with deep running motivation that leads to action. The recruiter must realize that there are varied roles of leadership and the objectives of the individual should have first consideration.[8]

V. Joseph McAuliffe summarizes the recruitment process by stating that

the success of any plan to recruit volunteer adult 4-H leaders and expand their role will depend on your attitude, ability to plan and manage an effective leadership development program, the aids or tools you provide local people to carry out their responsibilities, and the assistance you plan to give the leader to do the job. Placing individuals in definite 4-H leadership positions is the final step in the recruitment process.[9]

These references illustrate the relationship of all the aspects of leadership development in the recruitment process. We must understand what personal characteristics are essential of the individual we are interested in recruiting and what our role is in making their services rewarding to themselves and others.

Recruiting Leaders in Disadvantaged Areas

The recruitment of volunteer leaders among low-income groups has provided a real challenge to Cooperative Extension. Guion Johnson states that creative planning is even more crucial in soliciting volunteers among hard to reach groups than among the higher socio-economic levels. The Boys Clubs of America has found that successful planning begins with the appointment of a recruitment coordinator. The coordinator in turn may allocate responsibility for assisting with recruitment to every department which needs volunteers. There are several selling points which may encourage low-income people to consider volunteering:

(1) The recruiter must go where they are likely to be found.

(2) Know the people as individuals and be trusted by them.

(3) Volunteering is fun. . .share skills and helps others.

(4) Understandings between professionals and volunteers essential.

(5) Volunteers can be trained in skills.[10]

The identification and selection of indigenous leaders in disadvantaged areas is a very difficult challenge along with the final recruitment process. We must provide constant support and assistance, make the leadership job as easy, simple, and short as possible; be informal and friendly, carefully plan tasks, define leadership roles as carefully as possible, develop local group support, and provide specific training and recognition.

The concepts presented in this report in the recruitment of leaders should be considered with the disadvantaged leader as well. The 10 viewpoints presented by Philips, the factors affecting recruitment presented by Stenzel and Feeney, and the planned recruitment method are all appropriate and essential. The disadvantaged are different from the traditional middle-class leader Cooperative Extension has primarily recruited in the past few decades.

Banning states that an Extension Agent must be able to develop sensitivity to, respect for, and empathy with population groups whose life styles may be different from his own. He must know or quickly acquire an understanding of customs and problems of low-income people and be able to share in the hope and ambitions of those with whom he works. He must be able to win their trust and friendship. He must believe in the worth of all people.[11]

To illustrate the characteristics of the disadvantaged which may influence the recruitment process the following items should be considered:

1. Under employment - lack of funds, scarcity of material goods.
2. Lower levels of health - affects dependability.
3. Low school achievement - lacks stimulation for educational process.
4. Inadequate verbal skills - communication problems.
5. Action not contemplation - live now not for future.
6. Likes excitement, hostility, violence

7. Feelings of inferiority, self-doubt, and self-development.
8. Non-participation early in life, lack sense of belongingness.
9. Strong and often negative influence of peer groups.
10. Varying family, cultural, and social patterns and values.

These characteristics are only a few which may influence the identification, selection, and recruitment of disadvantaged indigenous leaders. We must understand the poor as individuals and their relevant needs and interests.

This paper has attempted to define the process of recruitment, the understanding of the potential leaders, and factors which affect recruitment, various recruitment methods that Cooperative Extension could utilize, and a brief relationship of the recruitment process to disadvantaged leaders.

Recruitment is an important element in the leadership development process for all organizations dependent on volunteers. The recruiters, either formal or informal, must understand why they need leaders, the characteristics of volunteers, the training experiences provided for the volunteer, and possess the sincere attitude of helping the volunteer help himself as well as others. The recruitment of leaders will depend upon his willingness to bolster the volunteers' self-esteem and feelings of self-worth, show that you have confidence in them, and help them grow in competence.

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